

VALUES

All thinking about decisions and actions in the corporate world are influenced by corporate logic or entrepreneurial analysis as well as by emotional or ethical thinking.

Values are the principles or beliefs that underlie ethical thinking. Everyone has a set of values. Sometimes these values are clearly understood. Occasionally, people may have a vague notion of what their values are. Values are assimilated into the mind during the learning years. In this instance, the values being discussed are those that actually influence decisions and actions. An ideal list of values that can be elegantly drawn up are not relevant here.

One way to design a Mission Statement that can mobilize and guide all the members of the Renong Corporation is to describe in clear language the values that are in fact already in the minds of the leadership.

These values should not contradict the values that the stakeholders of the Corporation believe in. The values will form a vital part of the Mission Statement of the Corporation. In turn, the values will constitute the moral basis of the Corporate Culture.

The following list should not be taken in any ranking order of importance. All the values are equally significant. Conceptually, they can be visualized as the seven spokes of one wheel of the Corporate Culture.

All values are meant to be symmetrical. That is, they should operate reciprocally. For example, the company that is loyal or cares for its staff is cared for by its loyal staff. Management that observes timeliness in its dealings with clients, suppliers or staff is treated with punctuality by its staff.

Since this set of values reflects Malaysian culture, it may appear different from a set of values relevant to an American or European corporation.

VALUES

1. **Trustworthiness**, honesty, reliability, integrity.

- Performance of what is promised.
- Optimum openness in communication.
- Avoidance of secret agendas.

(Amanah)

2. **Diligence**, perseverance.

- Working hard to produce the best result.
- Kaizen approach (accumulation of small improvements), innovation.
- Desire for self-improvement
- Time-minded, punctuality as a work ethic.
- Optimum standards of service.

(Sabar)

3. **Loyalty**

- Wholehearted commitment to the Corporation and the leadership.
- Safeguarding the interests of the firm, its secrets and its good name.
- Never to let down or betray the leadership, fellow employees or the Corporation.

(Setia)

4. **Knowledge Seeking**

- Enlightened management believing in lifelong learning and the importance of training at all levels of staff to meet the changing needs of the firm.
- Knowledge is the key to progress and enhancement of competence makes the firm more competitive.
- Management appreciates the difference between:
 - a) Knowledge and skills;
 - b) Wisdom and cleverness;
 - c) The open mind and a closed mind.
- Leadership is based on competence rather than on coercion.

(Ilmu Puncu Kemajuan)

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(Ilmu Punca Kemajuan)

5. **Social Consciousness**

- Dedicated to the timely realization of national objectives:
National Development Policy
Aims of Vision 2020.
- Caring for the environment.
- Conscious of the significance of National Unity and social harmony.
- Respect for religion and tradition.

(Masyarakat penyayang)
(Semangat Kebangsaan Malaysia)
(Perasaan perlakuan manusia)

6. **Courtesy**

- Respect for others.
- Conscious of the importance of 'saving face'.
- Tolerance of the ways of others.
- Punctuality and timeliness.
- Optimum standards of service to clients to ensure consumer satisfaction.
- Believing that values consciously influence behaviour
- Humility.

(Adab)
(Budil).

7. **Entrepreneurship**

- Aggressively competitive.
- Winning strategies that are implemented by dedicated employees.
- Fair returns to stakeholders.
- Reaping benefits of synergy throughout the Corporation, wherever possible.
- Leadership by competence.
- Communication systems that are value based and stress reducing.

(Urus-jaya)

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Negative Values

Negative values should be avoided wherever possible. They include:

- a) Management by whimsy.
- b) Communication by informal messengers.
- c) Ad hoc decision making, for special purposes in the short term. This is different from flexibility or pragmatism.

Also avoid

- i) Cognitive dissonance.
- ii) Loss of credibility.
- iii) Cynicism or insincerity.

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